

Navy Declassification/Release Instructions on File

26 APR 73

SLIDE 1L

POGO

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WHAT IS VALUE OF ANALYSIS?

(FLIPS 1, 2, 3)

SLIDE 2L

OBJECTIVE OF COURSE IS MANAGERS

SLIDE 3L

ELEMENTS OF MANAGEMENT

FLIP 1

MANAGERS INVOLVED IN ALL STEPS - ANALYST IN FIRST 3

CONFUSION IN TERMS "SYSTEMS ANALYSIS" AND

QUANTIFIED ANALYSIS - ONLY A PART (FLIP 1)

Even the judgment a part

Objectives Part I & II

Analyses Part III

Implementation Part IV

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SLIDE 4R

ELABORATE ON QUANTIFICATION

1. COSTS - TOO FREQUENTLY ASSUMED VERIFIABLE, EXACT,
JUDGMENT GOOD PART

DO NOT ACCEPT W/O UNDERSTANDING JUDGMENTS

A/c -

SLIDE 5R

2. BENEFITS - MORE COMPLEX

PA-1 OFFS

JUDGMENTS ALSO - e.g. BOMBING HO CH MINH TRAIL
MILITARY HAS EDGE -

SECDEF CANNOT BUCK

BUT ONLY IF TALKING IN SAME TERMS

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DISCUSS SPECIFICS MANAGEMENT IN NAVY BUDGET

TERMS -

APPLIES ALL ORGANIZATIONS

APPLIES NON-BUDGET ISSUES

NAVY BUDGET PROCESS

FOCUS FIRST INTERNAL NAVY PROCESS

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SLIDE 8R **Approved For Release 2001/09/05 : CIA-RDP80B01554R003500250001-0**
OPNAV - TONGUE-IN-CHEEK CHART

FLIP 1 INPUTS - BARONS & CZARS

OUTPUTS - NO ONE RESPONSIBLE -

ALL HAVE A HAND

SOB'S TEND VIEW IN THESE TERMS

SLIDE 10L ARMY INPUT ORGANIZATION

SLIDE 3L

WHY ORGANIZATION IMPORTANT?

INCENTIVES - INPUT ORIENTED

JOB OF MANAGER IS TO TRANSLATE INTO OUTPUTS

PROBLEM -

ANALYSIS MAY NOT BE:

EXPLICIT CRITERIA

OBJECTIVES STATED

SHOW ALTERNATIVES

MANAGER KNOWS RESULT

P-3

R&D

FLIP 2

why

May not be there

FLIP 3
(ON 8R)

*What
mean 4 u*

YOUR ROLE CAN BE
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OFFENSE

DEFENSE

BEST SOLUTION

*Want to know what's best
unless know what's best*

BETTER BE PREPARED:

SCRUTINIZE OBJECTIVES/CRITERIA

ENSURE ALTERNATIVES THERE

WATCH FOR JUDGMENTS & ASSUMPTIONS

UNDERSTAND ENOUGH OF QUANTITATIVE TECHNIQUES TO

BE SKEPTICAL - NOT BE SNOWED - RECOGNIZE APPLICABILITY

EFFECTIVENESS OF ^{THE} SYSTEM - 3

BUT DO NOT WANT 1 ANALYST -

COMPETITION

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PRODING OF SOB'S

LAY ON TABLE FOR MANAGERS FULL RANGE

*All have Biases - blunders -
No right/wrong analysis
- Shd 3L
gets
profits 6*

SLIDE 12R

AFTER DONE GOOD ANALYSIS MUST CRANK IN CONSTRAINTS

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1. ALTERNATIVES - MUST BE CAREFUL
 - A. OBJECTIVES
JUDGEMENTS - DIFFERENT
 - B. OTHER SERVICES - SEA CONTROL vs AIRLIFT
VERBOTEN
2. STATE CRITERIA
NOT ALWAYS
USMC - EUROPE
SEA CONTROL
3. EXPLICIT
NOT WAY GAME PLAYED
ASK FOR MORE THAN EXPECT
AGAIN

1. OFFENSE
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RECOGNIZE LIMITS

2 DEFENSE

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OMB - WHITE HOUSE

ALTERNATIVES

DOD

NON-DOD

POLITICAL REALITIES

PARTISAN POLITICAL

INTERNATIONAL POLITICAL

ECONOMIC REALITIES

SMALL BUSINESS - DEPRESSED AREAS

NATIONAL ECONOMY

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(CONT'D)

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CONGRESS

POLITICAL FACTORS - MORE OBVIOUS

STILL, DOES NOT INVALIDATE ANALYTIC OWN ANALYSTS -

WOOLSEY, O'DEEN

VALUE

AGAIN OFFENSE - DEFENSE

ALSO -

MUST KNOW FIRST CHOICE TO SELECT 2ND

~~MORE~~ LATER

APPROACH CONGRESS
HAP

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SLIDE 13R

TECHNIQUES TO WATCH AS MANAGER

1. OBJECTIVES

ONES YOU SET

ONES YOUR COMMON SUPERIOR SET

ONES SET TO DRIVE RESULTS

AHP SSN

2. ASSUMPTIONS

THREAT

P-3 _ BEAR AIRCRAFT

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3. SENSITIVITIES

ONE MOST VALUABLE CHECKS

SLIDE 14L

A.B.C. CASE

TREBLE COST VS 2 Ht

4. ALTERNATIVES

DESIRED ANSWER + STRAW MAN

ROLE MANAGER TO THINK UP ALTERNATIVES

BETTER HIS ANALYSTS - EASIER

5. ANY SAY COMPOSITION STUDY GROUP -

ANTAGONISTS

COMPETITION

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6. BE SUSPICIOUS OF ANSWERS THAT JUSTIFY FORCE LEVELS, ETC.
NO.

MOST USEFUL THINGS GET FROM GOOD STUDY ANALYSIS -
INSIGHTS WHERE WEAK POINTS ARE - WHAT WANT DEVELOP
NEXT - HARDWARE - TACTICS

SLIDE 15L

MCM

NARAC-G

7. CONCLUSIONS

BE SUSPICIOUS

JUMP FROM ANALYSIS TO DECISION INVOLVES LOT

JUDGEMENTS

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TEST

12
13

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JUMP TO IMPLEMENTATION

CONFUSION BETWEEN ANALYSIS AND ADVOCACY

GETTING DECISION CARRIED OUT GREATEST PART OF TASK

NOT UNUSUAL

OOD - RIGHT STANDARD RUDDER

XO - LIBERTY AT 1630

C.O.- DIVISION OFFICERS COUNSEL MEN

SELL

SQD CDR - J.O.'s TRAINED IN COUNTER INSURGENCY

IGNORE

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CNO

SAME PROBLEMS - 3 FRONTS

1. INTERNAL STAFF

INCENTIVES - REWARDS

2. INTERNAL BUREAUCRACY

NEED GET WORD DOWN

NEED TO ENFORCE

3. INDUSTRY

INCENTIVES

GOOD PRODUCT

+

PROFIT

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PLUS DOD/OMB/CONGRESS

SLIDE 8R
(no flips)

SLIDE 12R
FLIP 1

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~~BASIC PRINCIPLES~~

PRESENT CONTRARY VIEWS BOSS UNTIL DECISION MADE -

SUPPORT

SIMILARLY UP TO POINT - PRESENT BOSS WITH ANALYSIS

THEN BECOME ADOCATES AS TURN OUTWARD

DOES NOT MEAN PROSTITUTE ANALYSIS

MUST BE ABLE TO DEFEND

IF USING ON OFFENSE

MUST KNOW GOOD FROM BAD IF PLACED ON DEFENSE

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